

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD  
ON DECEMBER 8, 1995, IN THE  
MARVIN CENTER, ROOM 405

The meeting was called to order by President Trachtenberg at 3:17 p.m.

Present: President Trachtenberg, Interim Vice President Salamon, Registrar Selinsky, Parliamentarian Keller, Deans Caress, Frieder, Futrell, and Keimowitz; Professors Boswell, Brewer, Captain, Castleberry, Darr, Elgart, Englander, Griffith, Gupta, Hague, Johnston, Kimmel, Pelzman, Robinson, Seavey, Silber, Smith, Solomon, Straw, Tropea, and Yezer

Absent: Deans Fowler, Friedenthal, and Harding; Professors Harrauld, Kahn, Park, and Vontress

APPROVAL OF THE MINUTES

The minutes of the regular meeting of October 13, 1995, were approved as distributed.

RESOLUTIONS

RESOLUTION 95/4, "A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE"

Professor Pelzman, on behalf of the Executive Committee, moved adoption of Resolution 95/4, and the motion was seconded. Professor Pelzman said that this resolution represents the most expedient way of resolving an inconsistency in the rules that place a three-year term limit on Executive Committee membership and the limiting of a single seat on the Faculty Senate to the Elliott School of International Affairs. He said that the Executive Committee strongly supported keeping the requirement that every school be represented on the Executive Committee, and by allocating a second seat on the Faculty Senate to ESIA, its representation on the Executive Committee would be assured. Professor Pelzman urged adoption of Resolution 95/4.

Professor Griffith spoke in support of the resolution. He said that it in effect restores the Senate seat that was lost when the Graduate School of Arts and Sciences merged with Columbian College, and assigns the seat to ESIA. It also preserves both important

principles that the Executive Committee has continual representation from each of the schools, and that terms on the Executive Committee be limited to no more than three years in succession. Professor Griffith said that the resolution represents a constructive way of dealing with the conflict of rules.

Professor Gupta spoke against the resolution because he saw no justification for the allocation of an additional Senate seat to ESIA based on the numerical representation from the Elliott School. Having obtained some data on the number of faculty from various schools, he said that there are 28 full-time Elliott School faculty and there are 337 full-time Columbian School faculty. Professor Gupta said that it seemed to him the problem was not that the Elliott School does not have sufficient representation, but rather the fact that it has an automatic seat on the Executive Committee, and perhaps that could be resolved by having a member-at-large elected by the Senate to serve on the Executive Committee as the seventh member.

Professor Boswell pointed out that all the schools have an automatic seat on the Executive Committee. He said the seven-member Executive Committee was specifically designed to have each of the seven schools represented on it, and it was very important that each school has a representative in the deliberations engaged in by the Executive Committee. Professor Boswell said that he strongly supported the resolution.

Professor Captain spoke in support of the resolution stating that in her view she did not think that it took anything away from Columbian School at all, but that it recognized the need for the Elliott School to have a voting member on the Executive Committee, not a member at large or an ad hoc member.

Professor Elgart pointed out that the faculties of the schools were not representative in the Senate on a proportional basis. If that were so, he said the Medical School would probably have somewhere between 10 to 20 representatives, and he did not think the Senate would want to address proportional representation because it would probably find itself in a quagmire. Professor Elgart stressed the importance of having each school represented on the Executive Committee, and he said that he fully supported the resolution.

Professor Englander spoke in support of the resolution, noting that the activities of the Executive Committee often require it to call upon faculty members in the various schools to serve on different committees, and by having a representative of each school on the Executive Committee, that task is more easily accomplished.

Professor Silber asked how many joint appointments there were between the faculty of the Elliott School and other schools. Vice President Salamon replied that there were approximately 28 faculty who

were 100% Elliott School faculty. The President said he thought that these 28 faculty members' salaries were budgeted completely to ESIA. Professor Griffith asked Professor Pelzman if it was correct that when the Elliott School holds a full faculty meeting, there were considerably more than 28 people attending. Professor Pelzman replied that there would probably be about 60 faculty if everyone attended.

The question was called, the motion put, and Resolution 95/4 was adopted. (Resolution 95/4 is attached.)

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### GENERAL BUSINESS

##### I. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Joseph Pelzman, Chair, presented the Committee's report. (The report is enclosed and made a part of these Minutes.)

Professor Robinson, immediate past Chair of the Executive Committee, said that she recalled that a new edition of the Faculty Code, including all amendments since its last printing in 1986, was to be published this past summer, and she asked about the status of it. Vice President Salamon explained that two amendments to the Code were proposed by the Senate at its May meeting. One amendment was approved by the Board, and the other amendment was being revised by the Senate's ASPP Committee. In order to have the Code complete with both amendments, so that it did not become out-of-date a month after its printing, she thought it might be printed by the end of spring as a tenth anniversary edition. The President remarked that the Faculty Code is a living document, and, as such, is always subject to amendments, and by waiting for further amendments without establishing some reasonable cutoff date, it might never get published.

##### II. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

Interim Reports were submitted by the Chairs of the following Committees: Appointment, Salary and Promotion Policies Committee, Professor Griffith, Chair; Professional Ethics and Academic Freedom Committee, Professor Robinson, Chair; Joint Committee of Faculty and Students, Professor Tropea, Co-Chair; Research Committee, Professor Hague, Chair; and Educational Policy Committee, Professor Brewer, Chair. (The reports are attached and made a part of these minutes.)

Professor Silber, Chair, Athletics and Recreation Committee, reported that the University Sports Program will be certified by the NCAA. The certification will take place in 1997 and will involve the

entire University community, not just the Athletics Department, and will require a good amount of planning in advance. There will be a large steering committee, plus subcommittees, looking at issues of importance in the certification process such as issues of equity in the way resources are divided, scholarships, facilities, etc.

Professor Silber then read a statement to the Senate, on behalf of the Athletics Committee, in response to the charge from the Executive Committee to investigate the contact with Mr. Richie Parker around a possible basketball scholarship. (The statement is attached and made a part of these minutes.)

Professor Gupta, Co-Chair of the Joint Faculty-Administration Task Force on Retirement, reported that the Task Force had met twice during the semester and was looking at the range of benefits of interest to retiring faculty. In this regard, the Task Force was working on a questionnaire for faculty input.

III. 1994-95 ANNUAL REPORT OF THE COMMITTEE ON ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

The 1994-95 Annual Report of the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management was received and made a matter of record.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Elgart read the following statement on behalf of concerned regular, active-status Basic Science faculty:

This brief statement concerns an issue that crosses two schools -- the Columbian School and the Medical School. The statement is made on behalf of the regular, active-status basic science faculty. The majority of this group believe that their Faculty Code designated responsibility to play an active role in the development, revision and elimination of curricular offerings in their departments, programs and school has been violated.

On November 22, 1995, the Blue Sheet - the major Washington newsletter on health policy and biomedical research news - reported that on November 17, 1995, GWU announced the proposed establishment of a New Institute for Biomedical Sciences. The report goes on to state that the "first priority of the institute is to upgrade basic research



graduate programs" through the establishment of doctoral programs in biomedical sciences. An integral part of this Institute is the establishment of new curricular offerings and the elimination of current offerings. Thus, implicit in the approval of the Institute is the approval of curricular change.

No open forum was ever arranged for faculty deliberation of these curricular changes or their impact on the potential elimination of current graduate programs. Moreover, neither the curriculum committee of the Columbian School nor its faculty as a whole have had an opportunity to act on the original proposal.

Since the Faculty Code states (1986, Section IV, paragraphs A and B) that faculty shall participate "in the formulation of policy and planning decisions affecting the quality of education and life at the University" and this "participation includes an active role in the development, revision or elimination of curricular offerings of each department, college or school," we believe that the Faculty Code has been violated. Therefore, we request that the Executive Committee of the University Senate investigate.

Professor Johnston, on behalf of Professor Park, Chair of the Advisory Committee, Vice President for Academic Affairs Search, read the following statement:

We have received 102 nominations or applications. The Committee has sent out letters to a list of learned societies, to college presidents, market basket schools, all GW faculty, GW student leaders, GW alumni, and the GW Board of Trustees. We have gotten some very attractive candidates in the pool. Screening by the Committee is scheduled to occur in early January. By this process, the list is to be reduced to 8 to 12 semi-finalists. In January, there will be off-campus interviews of the 8 to 12 semi-finalists by the Committee, Deans, and Chairs. In February, the plan is to have 3 or 4 finalists come to Washington, D.C. for extensive on-campus interviews. Hopefully, in March, then, there will be an announcement of the final selection.

Professor Englander noted that there was an article on the front page of the Legal Times, indicating that The George Washington

University was suing the law students who brought a suit against the University, and that the University was seeking to recover its expenses which the article estimated at about \$12,000, while the two law students incurred about \$120,000 worth of debt for their education in the Law School. Professor Englander said that the article quoted the Dean of the Law School as saying that this was a way of showing that lawsuits have consequences and costs, and would teach these students a lesson. He said that since there was no mention of the University directly, he wondered if the Law School itself was pursuing this or whether the University was doing so.

President Trachtenberg responded that he thought it would be extraordinarily patronizing for the University not to pursue its legal remedies against two lawyers who were advised before they proceeded of the consequences of their act and strongly urged not to proceed. They essentially said that they were going to proceed in any case and that they were prepared to deal with the consequences.

Professor Englander asked if there was any effort to balance this decision with bad publicity or lost dollars garnered for the Law School. The President replied that this was a matter of significant principle, which he thought very important. Professor Silber asked whether the two former law students, now alumni, could sue the University to recover their costs in the event the University did not prevail in its lawsuit. The President replied that they could not because their case was dismissed as being essentially frivolous, whereas the University's is not.

The President recognized Professor Peter Hill who thanked the Senate for approval of the Elliott School representation and not acting upon his 1993 memorandum in which he recommended that the Elliott School seat be eliminated and that the Senate elect a member at large.

President Trachtenberg thanked Professor Hill for the time and effort he and Professor Berkowitz (both of our History Department) contributed to the new book, From Strength To Strength, which is a wonderful, sentimental, nostalgic, pictorial history of the University. The President said that the book is an absolutely marvelous example of the genre, and he anticipated that alumni, students, and friends of the University would really welcome it.

The President called upon Scott Mory, Student Association, who distributed copies of the first Academic Update to be printed in two and one-half years at GW. He said that the Student Association works very hard to produce this information every year and it is a service that benefits the entire student body. The Academic Update reflects which departments responded to the survey and which departments did not, and he asked the Faculty Senate to help the Student Association by trying to encourage their colleagues to participate in the survey.

Professor Silber suggested that there might be a much higher level of cooperation if the surveys could come two or three weeks before the end of the semester rather than the last week of classes which was a

very rushed week for most instructors. Professor Griffith pointed out that the absence of a published report on a given course did not necessarily mean that the faculty did not cooperate. In some departments the faculty are very interested in student assessments, but they use their own or departmental instruments of evaluation, designed to elicit more specific, course-related comments, and students often refuse to fill out a second form. Mr. Mory said that he thought the students were very supportive and he asked that the faculty give it a try and see if it works.

ADJOURNMENT

Upon motion made and seconded, the President adjourned the meeting at 4:10 p.m.

*Brian Selinsky*

Brian Selinsky  
Secretary

[Any inquiries about this resolution should be directed to Professor Pelzman, Chair, Executive Committee Committee of the Faculty Senate, Ext. 4-7108.]

**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (95/4)**

**WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to represent the Elliott School of International Affairs; and**

**WHEREAS, the Faculty Organization Plan, under Article III, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and**

**WHEREAS, limiting the Elliott School of International Affairs to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit; NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**(1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan, be amended to read:**

**"The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian School of Art and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Sciences, School of Business and Public Management, School of Medicine and Health Sciences, and the Law School, three each; and the Elliott School of International Affairs, two."**

**(2) That the President, as Chair of the Faculty Assembly, is requested to call a meeting of the Faculty Assembly in January, 1996, and place on the agenda of the Faculty Assembly the proposed amendment to the Faculty Organization Plan; and**

**(3) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by February 29, 1996.**

**Executive Committee of the Faculty Senate  
November 17, 1995**

Adopted December 8, 1995

**SENATE COMMITTEE ON RESEARCH  
INTERIM REPORT  
December 1995**

The committee met on November 27, 1995 to discuss pending issues from the previous year and to formulate agenda for the current year. The main item of discussion was the Draft Policy on Patents and Scholarly Works.

The committee has received some valid concerns about some of the provisions of proposed policy as embodied in Draft 6a. These concerns were debated at a great length and, for lack of adequate time, the committee decided to defer the discussion to the next meeting. It was further decided to circulate, among committee members, written changes to the existing draft policy prior to the next meeting, in order to facilitate timely revision of the present document (Draft 6a).

***Committee members:***

Ravi S. Achrol  
Prabir K. Bagchi  
Barry L. Berman  
David Bjelajac  
Charles A. Garris  
Muhammad Haque (Chair)  
Donald E. Hawkins  
Hugo D. Junghenn  
Robert McNellis  
Martha Pardavi-Horvath  
Cynthia A. Rohrbech  
Frederick Wolff

***Ex-officio members***

Christian E. Filstrup  
Donald R. Lehman  
Lewis D. Soloman  
Dean for Research, Medical School



## INTERIM REPORT OF THE COMMITTEE OF PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

The Committee held three meetings during the 1995 Fall Semester. The following matters have come before the Committee.

1. The Committee received a memorandum from the Executive Committee regarding the University's decision-making process with respect to student recruitment and the Ritchie Parker case, specifically. The Committee recommended that the Senate's standing committee on Admissions be actively involved in the admissions process and be consulted on issues such as recruitment.
2. The Committee, in cooperation with the Committee on Appointment, Salary, Promotion has drafted a resolution dealing with reappointment of faculty. This matter had been before the Committee during the 1994-95 session.
3. The Committee is considering the drafting of a resolution dealing with the reappointment of administrators with academic responsibilities. This matter was also before the Committee during the previous year.
4. The Committee is considering a resolution with respect to accreditation of Schools process, also a matter brought to the committee during the last year.
5. The Committee has begun to work on another matter which came before it in the Spring of 1995, the roles of faculty and administration with respect to the School and Department by-laws.

Lilien F. Robinson  
Chair

**Appointments, Salary, Promotion Policies Committee**  
**INTERIM REPORT TO FACULTY SENATE Dec. 8, 1995**

1. The ASPP Cte has met twice formally and once informally (having failed to obtain a quorum) so far during this term, and has another meeting scheduled for next Tuesday, Dec. 12, 1995.
2. The principal action to date has been adoption of a revised version of a resolution to amend the Faculty Code to require publication of procedures for faculty reappointments. ASPP has been drafting this over the last year and a half jointly with the Prof'l Ethics and Academic Freedom (PEAF) Cte, and drafts have gone back and forth several times. But we hope to approve next Tuesday the PEAF Cte's final version and send it to the Senate for its January meeting.
3. A second, less formal action taken by the Committee concerns the Administration's rapidly developing plans to establish a CHILD CARE FACILITY (CCF). Negotiations are currently under way in the Treasurer's Office to lease space for a facility to accommodate 60-65 children. Discussions have also been held with contractors interested in running such a facility. If plans proceed on the current optimistic schedule, the CCF would be ready to receive children of faculty and staff by next Fall.

The ASPP Committee has proposed that an administrative committee with faculty representation be established by VP Bortz to provide advice and guidance on the important policy decisions which will need to be made as the Center gets ready to come on line. We will recommend to the Executive Committee that Prof. Phillip Wirtz (SBPM) from ASPP be designated as the representative of the Faculty Senate on this advisory committee, with two other faculty representatives (from groups influential in pushing the project), one to be named by the Medical Center Faculty Senate and one by the Committee on the Status of Women Faculty and Librarians.

4. In accordance with Resolution 95/2, approved by the Faculty Senate in May 1995, ASPP established a subcommittee (P. Wirtz, chair) to discuss with the Academic Vice President implementing procedures for the partial leave and extension of the tenure clock provisions to be authorized under the Faculty Code by that resolution. However, Interim VPAA Salamon has informed the ASPP subcommittee that the Administration has not yet accepted this recommendation of the Senate because of concerns over the breadth of the authorizing language. The subcte has begun discussions with VP Salamon of new language which might alleviate these concerns yet still fulfill the basic aims of the resolution. We hope to report progress in this direction shortly.

5. Several other subcommittees have been established to deal with on-going issues: a) on Summer Sessions Compensation Policies (I. Katz, chair); b) on Revision of the "Market Basket" of Comparable Universities (S. Sarkani, chair). The Committee is currently studying the adequacy of retirement benefits-information.

December 8, 1995

**Interim Report - Joint Committee of Faculty and Students**

The JCFS met four times this semester.

The Committee passed a resolution on changing the status of the "Z" grade and forwarded it to the Executive Committee.

The JCFS is reviewing a draft of a new "Code of Student Conduct," which will be the focus for the January meeting.

The Committee's Co-Chairs are serving on the Implementation Team for the Code of Academic Integrity and on the Selection Team, which has responsibility for selecting student participants for the Academic Integrity Council.

*Joseph L. Tropea*

## Committee on Educational Policy

Interim Report  
December 8, 1995

The committee has met three times. The following matters are being addressed by the committee:

(1) **Academic Calendar:** A member of the Educational Policy Committee, Mary Granger, was appointed to serve on the University Calendar Committee

(2) **Impact of student-run course evaluation:** Use of these evaluations by the administration was discussed. It was recommended that this matter be referred to the Administrative Matters as they Affect the Faculty Committee.

(3) **Code of Academic Integrity:** The committee discussed the implementation of the Code. There is an implementation team working on this matter. The committee developed suggestions for informing the faculty about promoting academic integrity and understanding the new Code. These ideas were presented to the Faculty subcommittee of the Implementation Team.

(4) **Required course syllabi:** Student reports that course requirements and objectives are not made available by all instructors were discussed. The committee discussed developing a resolution to require written syllabi for all courses. An informal survey of availability of course syllabi is being conducted to determine the need for such a resolution.

(5) **Consortium Policies:** The need for clarification and written policy on several consortium issues was discussed. The following issues were identified and will be discussed at future meetings.

- a. Current oral tradition does not permit registration for a course through the Consortium that is offered at GW in the same semester. There is a need for a written policy. Additionally, there is a need for clarification of whether this restriction applies for courses offered in different semesters.
- b. Reevaluation of policy stating that no students may transfer credit from a consortium university to GW. Reconsideration of this decision for summer school only will be considered.
- c. Consider the time at which Consortium registrations are accepted. Currently students must wait until the end of general registration.

d. Consider the value of Departmental approval (vs. advisor approval for Consortium registration).

5. **Summer Sessions:** The committee will request a presentation from the summer sessions office concerning enrollment goals and tuition setting.

**Committee members:**

Dennis Basara  
Paul Churchill  
Mary Granger  
Edmund Harpur  
Max Ticktin

**ex officio:**

Robert Chernak  
Donald Lehman  
Linda Salamon  
Brian Selinsky  
Fred Siegel  
Daniel Small  
Lewis Solomon  
Scott Stebelman  
Elizabeth Alexander, Student Liaison

**Submitted by:**



Diane M. Brewer, Chair



## ATHLETICS AND RECREATION A Committee of the Faculty Senate

December 1, 1995

### Statement to the GWU Senate

This memorandum is in response to the charge from the Executive Committee to investigate the contact with Mr. Ritchie Parker around a possible basketball scholarship. The committee has heard from Athletics Director Kvanetz and from Vice President Chernak concerning the process that involved Mr. Parker. The University had contact, of one sort or another, from March, 1995 through June, 1995. Both described Mr. Parker as a basketball guard who was good enough to be a "Division I starting guard." The contact was not initiated by the University.

George Washington University never offered admission to Mr. Parker, and never offered a scholarship. The contact with him was a) very late in the recruiting season; b) limited to a single day-long visit to the GWU campus; and c) limited to non-basketball issues.

Mr. Parker pled guilty to a felony charge of sexual assault, and was placed on four years' probation. The original charge against him was upgraded from misdemeanor to felony, after the District Attorney interviewed the victim for the second time. Aside from this serious charge, Mr. Parker has had no other contact with the judicial system.

Since NCAA rules limit comments about persons defined as prospective student athletes, no University response was allowed. The University appealed this rule, but the appeal was denied. As part of the evaluation process of Mr. Parker's suitability for matriculation at this University, GWU sent representatives to New York. The representatives contacted approximately 60 people about Mr. Parker, his background, and his behavior.

Contrary to reports in the press, the University has not made a formal offer of a scholarship to the victim. In GWU's letter to the victim's attorney, it was stipulated that should she apply for admission and meet the requirements for matriculation, and should she require financial aid, she will be eligible as would anyone else. The letter specifies that since her identity is unknown, "this arrangement" should be mentioned by the victim when she applies.

There is no policy about admitting felons. There is no question on the application form about previous convictions. There is no policy about supporting convicted felons or others convicted of lesser crimes at this time. Questions concerning such policies have been referred by this committee to the Admissions Policy, Student Financial Aid and Enrollment Management Committee of the Senate.

Athletics & Recreation Committee: David Silber, Chair. Ed Caress; Arthur Kirsch; Donald Paup; Joseph Petto; David Rowley; Patricia Sullivan; Herbert Weintraub.



**REPORT OF THE EXECUTIVE COMMITTEE  
DECEMBER 8, 1995  
JOSEPH PELZMAN, CHAIR**

**I. COMPREHENSIVE CONFLICT OF INTEREST POLICY**

A resolution will be coming to the Senate at the regular January 19, 1996, meeting, which deals with establishing a Joint Faculty-Administration-Trustees Committee to formulate an all-encompassing University-wide policy on conflict of interest. If members of the Senate would recall, last year the Senate passed a conflict of interest policy pertaining to federally funded research. The Board of Trustees is expecting a more comprehensive policy; therefore, the Executive Committee has drafted a resolution to get this work underway. The charge to the Committee is included in the body of the resolution. If the resolution is approved by the Senate, the Executive Committee will make recommendations as to faculty membership. The Board of Trustees has already named a representative to the Committee, and the administration is asked to name members of the administration to the Committee.

**II. ELECTION OF FACULTY SENATE MEMBERS FOR THE 1996-97 SESSION**

I want to remind the Senate that each of the schools is required to elect new members to the Senate prior to March 15th, in accordance in the Faculty Organization Plan.

I am also requesting that the President call a meeting of the Faculty Assembly for January, 1996, and place on the Faculty Assembly agenda Resolution 95/4, just passed by the Senate, so that, if approved by the Assembly and the Board, an additional Elliott School Senate member can be elected prior to the March 15th deadline.

**III. ANNOUNCEMENTS**

The next meeting of the Executive Committee is scheduled for Thursday, December 14th. Any business for Executive Committee consideration in the way of resolutions or reports from Senate Committees should be forwarded to the Executive Committee by the 14th.

Best wishes to everyone for Happy Holidays and a Happy New Year, and we will see you in the second semester.





**THE GEORGE WASHINGTON UNIVERSITY**  
**Washington, DC**

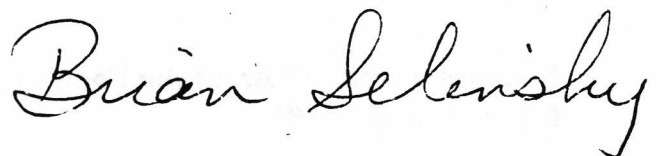
**The Faculty Senate**

**November 20, 1995**

The Faculty Senate will meet on Friday, December 8, 1995,  
at 3:10 p.m. (PLEASE NOTE CHANGE OF TIME) in the Marvin Center 405.  
Refreshments will be provided.

**AGENDA**

1. Call to order
2. Approval of the minutes of the regular meeting of October 13, 1995, as previously distributed (Note: The First Progress Report of the Advisory Committee, Vice President for Academic Affairs Search, was inadvertently omitted with the October 13, 1995, Senate minutes and is enclosed herein)
3. Resolutions:  
  
"A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (95/4); Professor Joseph Pelzman, Chair, Executive Committee of the Faculty Senate; (Resolution 95/4, together with legislative record and Report of the Special Committee on Senate Representation and Terms dated August 3, 1995, are attached)
4. Introduction of Resolutions
5. General Business:
  - (a) Report of the Executive Committee: Professor Joseph Pelzman, Chair
  - (b) Interim Reports of Senate Committee Chairs
  - (c) 1994-95 Annual Report of the Committee on Admissions Policy, Student Financial Aid, and Enrollment Management (Annual Report enclosed herein)
6. Brief Statements (and Questions)
7. Adjournment



**Brian Selinsky**  
**Secretary**



**A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE (95/4)**

**WHEREAS, the Faculty Organization Plan currently allocates a single seat in the Faculty Senate and on the Senate's Executive Committee to represent the Elliott School of International Affairs; and**

**WHEREAS, the Faculty Organization Plan, under Article III, Section 5, subsection (a), currently establishes a three-year consecutive term limit on membership on the Senate's Executive Committee; and**

**WHEREAS, limiting the Elliott School of International Affairs to a single seat on the Faculty Senate and on the Senate's Executive Committee may come into conflict with the above term limit; NOW, THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY**

**(1) That Article III, Section 2, subsection (a) (3) of the Faculty Organization Plan, be amended to read:**

**"The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian School of Art and Sciences, nine; the Graduate School of Education and Human Development, School of Engineering and Applied Sciences, School of Business and Public Management, School of Medicine and Health Sciences, and the Law School, three each; and the Elliott School of International Affairs, two."**

**(2) That the President, as Chair of the Faculty Assembly, is requested to call a meeting of the Faculty Assembly in January, 1996, and place on the agenda of the Faculty Assembly the proposed amendment to the Faculty Organization Plan; and**

**(3) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendment to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective by February 29, 1996.**

**Executive Committee of the Faculty Senate  
November 17, 1995**

FACULTY SENATE OFFICE

November 6, 1995

RE: FACULTY ORGANIZATION PLAN

Rules of procedures governing the term of membership of the Executive Committee of the Faculty Senate.

"Members of the Executive Committee and standing committees shall be elected for a term not exceeding one year. No member of the Executive Committee shall immediately succeed himself more than twice." (underlining supplied)

Since 1960, the inception of the Faculty Organization Plan, the above language governing the the term of membership of the Executive Committee has not changed.

Rules of procedures governing terms of office of Faculty Senate members.

Since 1960, no restrictions on the number of successive 2-year terms of office of Faculty Senate members were imposed, with the exception of 1970 when the following restriction was implemented in the Faculty Organization Plan:

"No faculty member shall serve more than two consecutive [two-year] terms."

In 1976, the above restriction was removed, and no restriction on the number of successive 2-year terms of office of Faculty Senate members has been imposed since that time.

Legislative Record of the Faculty Organization Plan  
prepared by D. Trone



Oct. 13, 1995

INTERDEPARTMENTAL MEMORANDUM

TO: Members of the Executive Committee of the Faculty Senate  
FM: W. B. Griffith, Member, Faculty Senate *W. B. Griffith*  
RE: Report of the Special Cte on Senate Representation and Terms

When this Special Committee, chaired by Roger Schechter of the Law School, filed its long overdue report in August 1995, I received a courtesy copy, probably because I had originally charged this Special Committee on behalf of the Faculty Senate.

I was somewhat concerned that this Report was not placed on the Faculty Senate's agenda for our October meeting, since we did not otherwise have a heavy agenda. I should like to remind you that I am on record as committing the Executive Committee to bring this Report to the Senate itself, at the time the Senate agreed to the changes in membership in the Senate and on the Executive Committee to which this Report responds. I urge that the current Executive Committee keep this commitment of one of its predecessors. Prof. Robinson informs me that she also understood this as a commitment to report to the Faculty Senate, and she joins me in requesting that this Report be made available to the Faculty Senate as soon as is feasible. It would probably also be helpful if the Executive Committee drew up some implementing resolutions to accompany the Report and guide Senate action (see below).

May I draw your attention to a part of the problem here which urgently requires some immediate resolution. When the Faculty Organization Plan (FOP) was changed in 1991-92 to reflect the merger of the Graduate School of Arts and Sciences (GSAS) with Columbian College, the previous FOP provision, whereby the Elliott School (ESIA) and GSAS alternately held a seat on the Executive Committee, was altered to simply assign this seat to ESIA. However, this was intended to be only a temporary arrangement until the Special Committee could study the situation and recommend a longer term solution. As it stands, this provision unfairly reserves a seat on the Executive Committee only for the single Senator from ESIA. It has the further complication of conflicting with our long-standing three-year limit on terms on the Executive Committee, whenever the same person is elected to represent ESIA for two consecutive terms.

Whether or not the Senate should agree to the particular proposals of the Schechter Committee as to the composition of the Senate and/or its proposed rules for Executive Committee membership, there can be no avoiding the need to ask the Faculty Assembly to make some changes in the Faculty Organization Plan before next April's Senate meeting to nominate a new Executive Committee.

cc: Professors Robinson, Schechter

A RESOLUTION TO AMEND THE FACULTY ORGANIZATION PLAN WITH REGARD TO THE COMPOSITION OF THE FACULTY SENATE AND EXECUTIVE COMMITTEE TO CONFORM WITH THE MERGER OF THE COLLEGE AND GRADUATE SCHOOL OF ARTS AND SCIENCES (FA 92/1)

WHEREAS, the Board of Trustees on October 17, 1991, approved the proposed merger of the College and Graduate School of Arts and Sciences, effective July 1, 1992; and

WHEREAS, the Faculty Organization Plan currently allocates a separate seat in the Faculty Senate and on the Senate's Executive Committee to represent the Graduate School of Arts and Sciences as a separate entity, one which will in the future no longer exist; and

WHEREAS, the Faculty Senate on December 13, 1991, adopted Resolution 91/5, approving two amendments to the Faculty Organization Plan regarding this merger; and

WHEREAS, Faculty Senate Resolution 91/5 requests the President, as Chairman of the Faculty Assembly, to place these two amendments on the agenda of the Faculty Assembly at the earliest opportunity; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That Article III, Section 2, subsection (a)(3) be amended to read:

"The faculty members of the Senate shall be elected by and from their faculties as follows: Columbian College and Graduate School of Arts and Sciences, nine; the Schools of Education and Human Development, Engineering and Applied Science, Government-and-Business-Administration Business and Public Management, Medicine and Health Sciences, and the National Law Center, three each; and the Elliott School of International Affairs, one. and-the-Graduate-School-of-Arts-and-Sciences, one each. The faculty members shall be professors. . . ."

- (2) That Article III, Section 5, subsection (b) be amended to read:

"The Executive Committee shall consist of seven faculty members of the Senate and the President ex officio. The following six seven schools shall have one representative each: the Columbian College and Graduate School of Arts and Sciences, the National Law Center, the School of Education and Human Development, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, and the School of Government and-Business-Administration Business and Public Management, and the Elliott School of International Affairs. The-seventh seat-shall-alternate-biennially-between-the-Senate-representatives-of-the-School-of-International-Affairs-and-the-Graduate School-of-Arts-and-Sciences. Any faculty member of the Senate shall be eligible. . . ."

(continued)

Resolution (FA 92/1) continued

- (3) That, upon approval by the Faculty Assembly, the President is requested to forward at the earliest opportunity the proposed amendments to the Faculty Organization Plan to the Board of Trustees for final approval, to become effective July 1, 1992.

Executive Committee of the Faculty Senate as directed by Faculty Senate Resolution 91/5 adopted 12/13/91

December 13, 1991

Adopted by the Faculty Assembly February 12, 1992

Approved by the Board of Trustees 6/92



GEORGE WASHINGTON UNIVERSITY

National Law Center

Interdepartmental Memorandum

To: Prof. Joseph Pelzman  
From: Prof. Roger Schechter *Roger E. Schechter*  
Re: Special Committee on Senate Representation and Terms  
Date: August 3, 1995  
CC: Doris Trone

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As Doris Trone recently reminded me, back in February, 1992 (yipes!), Bill Griffith asked me to chair a special *ad hoc* committee of the Senate. The mandate of that committee was to consider four questions, namely

- (1) How many elected members should the Senate consist of?
- (2) What is the appropriate allocation of elected members to each school of the university
- (3) What is the appropriate size and composition of the Executive Committee
- (4) How long should the terms of elected faculty senators be?

The other members of the committee were Profs. Martha Rashid, Susan Tolchin and Roderic Davidson. Prof. Davidson subsequently resigned for health reasons and was replaced by Prof. Peter Hill.

Although the work of the committee was finished by the fall of 1993, I never submitted a report to the Executive Committee because the resulting "report" was largely my own unilateral work-product. Since no one was nudging me for a response, I figured the matter had been forgotten entirely. Alas, I failed to reckon Doris' memory into the calculation. Consequently, this memo is my report.

Attached, you will find the following. First, Bill Griffith's original memo constituting the committee and describing its charge, dated February 20, 1992. Second, a memo prepared by Scott Brown, a research assistant of mine, who foraged through much archival material

supplied by the Senate Office, which is a superb capsule history of the Faculty Senate, dated October 20, 1992. Third, a memo prepared by Peter Hill, supplementing some of the Senate history bearing on the questions before the committee, dated September 13, 1993. Finally, a memo authored by me and addressed to the other committee members, proposing specific changes in the composition of the Senate and its Executive Committee, dated September 30, 1993.

You will note from that last memo that I asked members of the committee to indicate if they agreed with by plan and all three of the other members either wrote or phoned to say that they did, indeed, agree. Thus, my 2-page memo is, effectively, the report of my Committee.

If the Executive Committee likes the proposal, and is inclined to bring it before the full Senate, I would be happy to work with you, the parliamentarian, Doris, or others, to convert it into a "resolution" form. On the other hand, if you don't particularly care for it and want to go back to the drawing board, at least you have the raw materials to do so.

I hope all this has been helpful. If you have any questions, give me a buzz at 4-3702.



FACULTY SENATE

February 20, 1992

MEMORANDUM

TO: Professor Roger E. Schechter, Nat. Law Center, Chair  
Professor Martha N. Rashid, SEHD 46823  
Professor Susan B. Tolchin, SBPM 47019  
Emeritus Professor Roderic H. Davison, CCAS

FROM: William B. Griffith, Chair *Wm B Griffith*  
Executive Committee of the Faculty Senate

RE: Committee to Review Senate Representation and Terms

Thanks to each and all of you for agreeing to provide advice to the Executive Committee on the two complicated "constitutional" issues that I discussed with you earlier.

As you know, in proposing to modify the Faculty Organization Plan's membership provisions to accommodate the merger of the College and Graduate School of Arts and Sciences, the Executive Committee announced it would establish a committee to review the basis in principle or policy for allocating elected seats in the Faculty Senate before we faced a similar issue again. This issue was looked at briefly and then set aside by a Senate Self-Study Committee in the mid-1980's, chaired by Professor Peter P. Hill. Professor Hill, together with Professor Davison, can no doubt help you sort out what is known of the historical basis for our present allocation of seats. The question at issue is whether, in the light of recent and contemplated changes in organizations of schools and faculties, any alterations in that fundamental basis should be recommended to the Senate and Faculty Assembly.

The second issue is closely related. Last year's Senate Self-Study Committee recommended that chairs of Senate standing committees be appointed for three-year terms, to provide greater continuity and experience in handling specific Senate responsibilities. While that goal appears laudable, it would be difficult to achieve so long as elected terms in the Senate itself are only for two years. The question posed is: Would it give useful continuity to the Senate to lengthen terms to three years, electing one third each year? Or would it tend to discourage service by making the commitment appear more burdensome? Would it perhaps compound problems of resignations and replacements breaking continuity in elected terms?

These are not easy problems, and all we ask is your best advice. It would be ideal if you could look into these matters and report back to the Executive Committee before the end of this

Senate term (April 30), or at least the end of the Spring term, but you should feel free to take whatever time you think you need to study the issues adequately.

Thanks again for agreeing to serve. Please keep the Executive Committee advised of your progress.

cc: Executive Committee

M E M O R A N D U M

TO: Prof. Schechter  
FROM: Scott Brown  
DATE: October 20, 1992  
RE: FACULTY SENATE RESEARCH

The materials with which I was provided go back only as far as September 17, 1958. A memo dated January 29, 1959, however, gives a brief history of a group known as the Academic Council. According to this memo, around 1920 there existed a group known as the University Council. This group, composed of "friends" of GW and a few faculty members, primarily considered means of financially developing the University. Within a few years the University Council had become the President's Council, and both its function and composition had changed.

The President's Council consisted of the Deans of the various divisions of the University (no professors), and served to advise the President on policy and related matters. By 1928 the duties of the President's Council were split between the "Academic Council" and the "Committee on Educational Policy." The former group was composed of the Deans and two elected faculty members. The functions and duties of the latter group are not relevant for purposes of this analysis.

The Academic Council was dominated by the Deans. The memo notes that the Deans typically decided what university policy recommendations they would make before the Council even met; faculty representatives were essentially token members. The

Academic Council served as an administrative sounding board and did very little of substance. Although in theory the Academic Council could have been a conduit between the faculty and the administration, this never came to be. There are other indications in the record of tensions between the faculty and the administration.

[There is no further pre-1958 history in the record.]

In the beginning, then, there was the Committee of Eighteen. On September 17, 1958, the University Faculty elected two members from each of the nine teaching faculties to serve on the committee. The purpose of the Committee was to study the policies of the University and to recommend procedures to advance the University's academic programs.

From the record it appears that a consensus was building that the late 1950's was a turning point in University history. Talk of building a world-class university (bright students, excellent facilities, talented faculty, etc.) in Washington was common. To this end, Professors Hechtman and Kaye proposed to the Committee of Eighteen the establishment of a "Senate consisting of members elected by and from the Faculty to make recommendations to the Board of Trustees ... on matters of academic policy, procedures, and organization. Such a move would vastly improve communication and cooperation between the Administration and the Faculty."<sup>1</sup>

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<sup>1</sup>Letter of Nov. 14, 1958 from Hechtman and Kaye to Committee of Eighteen.



By early 1959, unidentified members of the Committee of Eighteen had begun writing drafts of a faculty organization plan. Proposed functions of the University Senate included:

1. Formulating policy;
2. Advising and counseling the Board of Trustees and University President upon their request; and
3. Making recommendations to University officials regarding any matters of interest to the University or its faculty members.<sup>2</sup>

An early draft of the Faculty Organization Plan called for a "University Senate" consisting of the President, Dean of Faculties, the Deans of University Divisions and "\_\_ members" elected by the faculty. Although there is nothing in the record to indicate why, representation at this stage was to be apportioned on the following basis:

- |   |   |
|---|---|
| 3 | School of Medicine                            |
| 3 | Law School                                    |
| 3 | School of Engineering                         |
| 3 | School of Education                           |
| 3 | School of Government                          |
| 1 | School of Pharmacy                            |
| 1 | Graduate Council                              |
| 9 | Columbian College/Junior College <sup>3</sup> |

All members elected to the Senate were required to be at least full-time tenured Associate Professors.<sup>4</sup>

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<sup>2</sup>Draft memo of Feb. 16, 1959.

<sup>3</sup>Draft of Feb. 25, 1959. The nine members who represented both Columbian College and the Junior College were further apportioned thusly:

- |   |                  |
|---|------------------|
| 3 | Humanities       |
| 3 | Sciences         |
| 3 | Social Sciences. |

<sup>4</sup>A Mar. 19, 1959 Draft shows the same figures as quoted above, except that the blank before "members" quoted above is filled by the number "26."

[In an undated Report of the Committee on Composition, Responsibility, and Functions of the University Faculty and the Academic Council, a proposed organizational scheme for the University Senate called for faculty membership, like the U.S. Senate, to be apportioned on the basis of "two members ... elected by the Faculty of each School, College, and Division of the University where such exists." This sounds exactly like the composition of the Committee of Eighteen, but there is no further mention of this proposal in the record.]

In addition to the three functions of the University Senate listed above, a fourth was included in the Feb. 1959 draft. The University Senate was to:

4. Be the agency to which the President presents proposed changes in policy relating to faculty concerns.

By June 1959, the proposed membership of the Senate had been slightly changed:

3	Medicine
3	Law
3	Engineering
3	Education
2	Government
1	Pharmacy
1	Graduate Council
9	Columbian College/Junior College

The blank alluded to above was now filled by the number "25." Still, there is no explanation why the membership in the Senate was to apportioned along these lines, or why Government's representation was reduced.

Minutes from March 11, 1960's meeting of the Committee of Eighteen may help illuminate the Committee's reasoning. At that

meeting it was proposed that the number of representatives from Columbian College/Junior College be reduced. The Committee agreed to leave "the original recommendations for representation in the Senate unchanged." This raises the critical question: how were these original recommendations formulated?

The answer is less than satisfying. Most of the investigation involved in formulating the Senate plan was conducted by faculty members. A subcommittee of the Committee of Eighteen (consisting of Professors Orentlicher, Hechtman, Leonard, McSpadden, and Treadwell) formulated the senatorial organization based upon its examination of similar entities as they existed at other universities.<sup>5</sup> This may explain the inclusion in the record of a University of Georgia self-study. Although the UG study never explicitly mentions any Faculty Senate-type organization, its presence certainly provides circumstantial evidence that Georgia's may have been a model for the GW Faculty Senate organization.

I could not find any further reference to the processes used by the Orentlicher Committee.<sup>6</sup> Apparently, however, there once existed a Faculty Senate Rosetta Stone, because the Mar. 11 minutes speak of reviewing "the history of the number of representatives from each faculty group." Unfortunately, as I

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<sup>5</sup>Report to Faculty of Mar. 16, 1959 from Fred S. Tupper.

<sup>6</sup>A Dec. 29, 1959 letter from Tupper praises the energy and thoughtfulness of the committee, and notes that the committee studied organizational plans in scores of other universities and spent hours drafting a plan which would meet GW's needs.

mentioned, this document is nowhere to be found in the records.

The story is much the same with the 1964 change in apportionment. No explanation (i.e. legislative history) is given for reassigning membership in the following manner:

9	Columbian College
3	Education
3	Engineering
3	Law
3	Medicine
2	Government, Business, International Affairs
1	Graduate Council

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24	Total
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A 1966 Senate Resolution is more helpful. It notes that

Whereas (a) the abolition of the School of Government, Business and International Affairs has made it necessary to amend the Faculty Organization Plan with regard to the composition of the University Senate, and

Whereas (b) the relative size of faculties and student bodies of the new School of Government and Business Administration and School of Public and International Affairs suggest that the former receive greater representation than the latter, ... and

Whereas (c) the Senate was previously composed of 25 elected members, prior to the abolition of the School of Pharmacy  
....

The Senate then went on to propose changes in membership:

9	Columbian College
3	Education
3	Engineering and Applied Science
3	Law
3	Medicine
2	School of Government and Business Administration
1	School of Public and International Affairs
1	Graduate Council

In a nutshell, the key to the original apportionment of the Faculty Senate appears to be more analogous to the U.S. House of Representatives than the U.S. Senate: in a word,

proportionality. The significance of this notion was dramatized by a Special Committee of the Faculty Senate, which reported that the practical consequences of adherence to proportionality today would be to give the combined faculties of Columbian College and the Medical School 74% of the seats in the Faculty Senate.<sup>7</sup>

The report notes that "because the original allocation of seats-to-schools was clearly the product of pragmatic compromise, and never intended to follow the principle of proportional representation rigorously, we urge our colleagues not to tinker with this aspect of an 'ancient institution' which has served them well."<sup>8</sup> The report goes on to highlight the Faculty Senate's modern approximation of equal representation with three representatives from most of the professional schools, and three each from Columbian College's major subdivisions. The report generally contends that this is good, and that to change it would be to open a can of worms.

Another change in Faculty Senate membership followed in 1992, but there was again no legislative history available to explain why. As a result, the 1985 report provides the best insight into the principles followed by the "founders" of the Faculty Senate (presumably the Orentlicher Committee). It suggests that the founders were "reluctant" to follow the principle of proportionality, but apparently did so to some

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<sup>7</sup>Final Report of the Special Committee of the Faculty Senate to Study the Nature and Role of Faculty Participation in University Governance, Dec. 1985, pp. 14-15.

<sup>8</sup>Id.



extent. How they arrived at the numbers they did remains an mystery, but it appears that the representation they adopted served the University fairly well--there was no discernable discord about apportionment at any point in the materials.

I hope this has been of some use.

13 September 93

To: Roger Schechter, Martha Rashid and Sue Tolchin

Fr: Pete Hill, fellow member of the "Schechter Committee"

Subj.: Recollections and Ruminations in light of Scott Brown's  
"Memorandum" of 20 October 1993

Finding some of my fingerprints in the text of Scott Brown's memo (footnoted on p. 7) calls to mind the extended discussions we had within the so-called "Governance" committee back in 1985. At that time, our committee even went the length of holding "public hearings," during which we repeatedly probed for the origins (and rationale) of seat-distribution in the Faculty Senate.

We were as frustrated then as Scott is now. Nobody seemed to know for sure why Senate membership was set at 25, or why the seats were allocated as they were.

From input (that I cannot now identify) and a good deal of guesswork, we concluded that the "founders" had fixed on a membership of 25 to keep the body within manageable size while allowing enough seats in each unit to represent different viewpoints within those units.

As to seat-allocations, we thought we saw an attempt to achieve a rough but reasonable proportionality in the nine seats given to CCAS and the three seats allocated to four of the five "professional" schools. For example, even now, if one excludes the Medical faculty (see more on that, below), there is an approximate parity between CCGSAS total faculty and the combined faculties of SEAS, NLC, SBPM, and SEHD, to wit:

CCGSAS: 362 (includes Grad. School faculty)

SBPM	120
SEHD	68
SEAS	108
NLC	64
Total:	360

Inasmuch as these four units together have 12 seats and Columbian College only 9, one could argue that the liberal arts are under-represented. On the other hand, the liberal arts faculty is generically augmented by the Elliott School representative who is, and probably always will be, a jointly-appointed and voting member of the Columbian College faculty.

The "can of worms" we kept tightly lidded was the prospect that if we proposed to introduce a strict proportionality, the Med School would come storming in with demands for what? Nine of the 25 seats? Or maybe six "additional" seats, raising the total membership to 31? I clearly recall that we were threatened with this eventuality--not once, but several times. The Med. School faculty we talked to said they were satisfied with the status quo--i.e. three seats, "like all the other professional schools." But if we moved toward linking numbers of faculty to numbers of seats, they would demand their full proportional share. As you lawyers would say, Roger, this had a chilling effect on our deliberations.

Within our committee there followed a good deal of discussion about the "different" character of the Medical faculty: the fact they have their own Senate (which rarely musters a quorum); their differing qualifications for tenure; the non-teaching status of some of their clinicians; the life-time appointment of their departmental chairs; the frequency with which our own Senate resolutions contain the clause, "except the Medical Center," etc., etc. Not just the size, then, but also the anomalies of the Medical faculty deterred us venturing further into the proportionality issue.

Beyond this--coming to our current problems--we have (1) some of the SBPM faculty claiming that their growing faculty (now 120) entitles them to a fourth seat, which, if granted will (2) doubtless inspire SEAS with 108 faculty to enter a similar demand. Whether these claims can be met without popping the lid on the Med School worm-can seems problematical.

Finally, we have the somewhat unwholesome anomaly of the Elliott School member who has had an automatic seat on the Executive Committee ever since the GSAS member ceased to alternate in that slot. I won't predict how we'll come out on this one, but I tend to favor Bill Griffith's solution: to eliminate the ESIA slot and have the Senate elect the seventh member of the ExCom at large. Mickey East may dock my salary for suggesting this solution, but anyway.....

See you all soon.

GEORGE WASHINGTON UNIVERSITY  
National Law Center  
Interdepartmental Memorandum

To: Prof. Peter Hill; Prof. Martha Rashid; Prof. Susan Tolchin  
From: Prof. Roger Schechter *Roger Schechter*  
Re: Special Committee on Composition of Faculty Senate  
Date: September 30, 1993

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I decided to cancel the meeting we had planned to have today after learning that Susan and Martha were unable to make it. In order to move our work forward, I thought it would be best for me to put a concrete plan on the table. If you all find it acceptable, we can simply declare it to be the report of our committee without ever having to meet at all. If you have different ideas, at least this will give us a launching pad for productive discussion.

(1) In my opinion, it would be useful to expand the size of the elected membership of the Senate from 25 to 32. The approximate size of the Senate has been unchanged since it was created in the early sixties. In the thirty years since there has been a substantial expansion in the size of the overall faculty, including the tenured faculty. Moreover, my own observations of the Senate workload suggest an expanding number of tasks that require time and attention. A larger Senate might be able to absorb the burden more easily. Finally, a larger Senate might result in the influx of new people who have not yet been active in faculty governance and who might have new ideas and strong voices to bring to the process.

(2) The allocation of seats under my proposal would be as follows:

Arts & Sciences	11
Business	4
Education	4
Engineering	4
International Affairs	1
Law	4
Medicine	4

This arrangement maintains approximately the same proportional representation for each school as we have under the *status quo*. The Arts & Sciences delegations would drop from 38% of the

membership to 34%, with a correspondingly slight increase in the membership of the professional school delegations. The five professional schools would continue to have a parity of representation, which avoids the problems involving the medical school, identified by Peter in his memo of September 13, 1993. This means that the underlying principle for apportionment of seats is a blend of the standard used for the U.S. House of Representatives and that used for the U.S. Senate.

(3) I think the Executive Committee should remain at 7 members, but I would change the rules concerning membership. Rather than requiring every school to be represented, I think all seven exec-committee members should be elected from the Senate as a whole, with the proviso that no more than two could be from the same school. This would mean that no fewer than four schools would be represented on any given exec-committee (two each from three schools, and one member from a fourth), and that all seven school could each have one seat if that was the wish of the Senate in any given year. This proposal would do away with an "automatic" seat on the exec-committee for the senator from the Elliott school, which most people I have talked to think is undesirable. It would also mean that if there were two senators from the same school with particular skills or diligence both could serve at the same time.

(4) Finally, I would not recommend any change in the current senate term of two years. While greater continuity of membership would be nice, I am convinced that a three-year term would be a substantial deterrent for quite a few faculty members. It would also significantly increase the number of times a senate term include a semester of leave or sabbatical, with the attendant necessity of appointing substitute or interim senators. That obviously defeats the point of continuity. With the expanded membership I have proposed, there would always be at least 16 senators who have at least one year of experience. Moreover the faculty remains free to re-elect senators and the issue of continuity versus new ideas is one that can be re-evaluated each time senators are elected.

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So there you have it. What I would like to propose is this. If you agree with the suggestions above in all respects, just send me a one-sentence memo to that effect. If you disagree, please also send me a memo, and specify your alternative proposal(s). I would very much like to have a response from all of you, but I will assume that anyone who does not respond by Monday, October 11, 1993, is in agreement with my suggestions.

If we are unanimously in favor of the plan above, consider yourself lucky -- our work will be done and I will prepare a report for the Executive Committee. If there are alternatives put on the table, I will try again to schedule a meeting so we can talk them out. Naturally, if you have any questions or want to kick around ideas, give me a call at 4-3702. If need be, we could even set up a conference call.



May 23, 1995

TO: Joseph Pelzman, Chair  
Executive Committee of the Faculty Senate

FROM: George B. Lear, Jr., Acting Chair. *GBL*  
Admissions Policy, Student Financial Aid, and Enrollment Management

RE: Annual Report

Attached please find the Annual Report from my committee. As I had previously discussed with Lilien Robinson, this report was intentionally held until a final meeting could be conducted with Fred Siegel on May 17, 1995. The information provided at that meeting allowed the committee to assess the overall efficacy of the program and complete its charter for academic year 94-95.

It has been my pleasure to serve the Faculty Senate as Acting Chair this year.

Copy To: K. Bergquist, Rachelle S. Heller, Daniel Hoffman, Gerard P. Huve, Stephen McGraw, Charles C. Rogers, Carol A. Smith, Imad A. Tabara, David S. Petron, \*Vicki J. Baker, \*Robert A. Chernak, \*Mervyn L. Elgart, \*Roderick S. French, \*Matthew J. Gaglione, \*Donald R. Lehman, \*Caroline Long, \*Geri Rypkema, \*Fred Siegel, \*Daniel Small

(\*ex officio members)

## **1994 - 95 ANNUAL REPORT OF THE FACULTY SENATE COMMITTEE ON ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT**

### **SUMMARY:**

Although the Committee got a late start on the academic year, we were able to review the University policy as utilized during the processing of the incoming class for fall '95. Fred Siegel (Executive Director for Enrollment Management and director of Admissions) provided an examination of the undergraduate methodology as currently employed, as well as a comprehensive statistical presentation that clearly indicated our future direction. Mr. Siegel addressed the committee again later in the year, providing an update indicating how well the university had done at hitting the intended marks. Early indications are that the results of this year's efforts have been remarkably fruitful.

The committee also reviewed the status of the graduate process as described for us by Don Lehman (Associate Vice President Research and Graduate studies), Lou Reynolds (Director Graduate Enrollment Support Services), and Geri Rypkema (Director Fellowships and Graduate Student Support). Their presentation was comprehensive and provided a clear picture of recent efforts to compensate the schools more carefully in proportion to their projected tuition income. Working closely with the Deans, the process here is developing along lines intended to allow a level of autonomy appropriate to the graduate programs while providing a more consolidated overview and coordinated financial aid program.

### **UNDERGRADUATE REVIEW:**

The program has continued to bring a statistically improving diverse group of students to The George Washington University. From an application base that has nearly doubled since 1990, the university has experienced steadily increasing enrollment (1570 for 1994). Clearly, the increasing enrollment has placed stress on university resources, but it does indicate a robustness that is verified by the improving quality of students. The costs attendant to achieving this overall improvement while increasing enrollment have been addressed in other reports and will not be discussed further here, other than to mention them in relation to enrollment strategy.

Mr. Siegel provided the committee with a very comprehensive statistical and informational presentation, as well as a sample of some of the newer recruiting tools in use. Additionally, he described his recent efforts to continue to improve registrant quality while reducing enrollment to a smaller target (about 1300 enrolled students). This was to be simultaneously accomplished under the umbrella of reducing financial aid to gain tighter control of the undergraduate discount rate. At a final meeting held in mid-May, Mr. Siegel reported that he had indeed met the goals of reduced cost, improved quality, and smaller enrollment. This accomplishment is testimony to the overall health of the process and program.

**GRADUATE REVIEW:**

A comprehensive statistical review of the complexion of the graduate programs was provided to the committee by those staff members mentioned above. The graduate enrollment program has embarked on new methodologies that have significant potential for future return. As Chair of the Graduate Enrollment Management Committee, Don Lehman has been spearheading an effort to improve the coordination of graduate enrollment programs and the production of improved early projections and thereby more effective budgeting. Additionally, he and the others mentioned above have been aggressive at attempting new advertising materials and methods to enhance the university's image and stimulate applications. A single graduate application is now in use for all schools but Medicine and Law. A digital application is also in use, with an Internet application under review. The committee was encouraged by the improvements made over the past year and anticipates that the inertia will continue to move us in a positive direction.

**ISSUES FOR FURTHER REVIEW:**

- The committee noted that the quality of undergraduate SEAS registrants has significantly improved for 1995, reversing an apparent negative trend that was created when achieving 100 registrants in 1994. A review of efforts taken and what might be done to assist in continuing this upward trend is suggested for 1995-1996.
- The committee noted that a strategic plan for enrollment has not yet been completed. Under development, it is expected this fall, and should be a matter for review during the next academic year.

Respectfully submitted,

  
G. B. Lear, Jr.  
Acting Chair



NOTE: This Report was inadvertently omitted with the Minutes of the October 13, 1995, Senate meeting.

THE GEORGE WASHINGTON UNIVERSITY  
NATIONAL LAW CENTER

MEMORANDUM

TO: FACULTY SENATE, GWU

FROM: ADVISORY COMMITTEE, VICE PRES. FOR ACAD. AFFAIRS SEARCH  
Bob Park, Chair (Ext. 4-6750)

DATE: October 13, 1995

RE: FIRST PROGRESS REPORT ON VICE PRESIDENTIAL SEARCH

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1. The composition of the Advisory Committee.

The Committee was appointed by President Trachtenberg in his search for a new Vice President for Academic Affairs. The appointment of this vice president is entirely the prerogative of the President and is not covered by Code or Handbook procedures. The Committee was chosen by the President to represent broadly the faculty and academic divisions of the University.

Mary Futrell, Dean, GSEHD, 4-6161  
Charles Gilmore, Assoc. Dean for Research, SEAS, 4-5062  
Lois Graff, Associate Dean, SBPM, 4-7536  
Harry Harding, Dean, ESIA, 4-6241  
Mary McGrath, Professor of Surgery, SMHS, 4-8141  
Randy Packer, Chair, Department of Biological Sciences, CSAS, 4-6090  
Joseph Pelzman, Chair, Executive Committee, Faculty Senate and  
Professor of Economics and International Affairs, CSAS, 4-7108  
Carolynn Reid-Wallace, Member, Board of Trustees, 879-9752  
Scott Mory, The Student Association, 4-7100  
John (Skip) Williams, Associate Vice President for Graduate Medicine  
and Special Programs & Associate Dean of Medical Center Admissions, 4-3506  
Walter Bortz, Vice President for Administrative and Information Services, 4-8810  
Bob Park, Professor of Law, Law School; Chair, Advisory Committee. 4-6750

2. The President's charge to the Committee.

The Committee is charged with finding the very best three or four candidates. The President has indicated that he thinks that there are splendid potential candidates on campus and that it is possible that one or more local candidates may be on the short list of three or four at the conclusion of the Committee's work. Nevertheless, the President has emphasized on three occasions that he wants the Committee to conduct a vigorous, imaginative and thorough national



search to produce the very best candidates that it can identify. If the short list does not include anyone quite to the President's satisfaction, the search will be resumed. The Committee's recommendations in no way bind the President. The Committee is charged to solicit nominations from the faculty and academic administrators on our campus and from the most distinguished faculty and administrative officers of the strongest universities in the United States. The Committee has been given the resources to choose a search firm, and will have as much administrative support and staff as it feels is necessary to conduct a full, diligent and thorough search. The Committee is charged with presenting its recommendations to the President by February or March 1996. If all goes according to plan, the new Vice President will be in office and fully oriented by the summer of 1996.

### **3. The progress of the Committee.**

a) The Committee has been meeting since the summer. Having received the charge from President Trachtenberg in the summer, it determined to interview academic search consultants and interviewed three firms. The Committee chose Academic Search Consultative Services, a local firm that has conducted over 400 searches for presidents and vice-presidents of American colleges and universities. ASCS offers the advantages of numerous contacts throughout the country, the experience to guide the Committee in the efficient organization of its search, the ability to recruit a pool of candidates the Committee might not otherwise identify, the experience to advise the Committee on national advertising and recruitment, the experience to train the Committee members in the efficient and reliable evaluation of applications, nominations and interview meetings, and immediate availability for continuing consultative support in the interviewing and evaluation process. The policy choices and the actual evaluation of the candidates will be done by the Committee, not by the consultants.

b) As an initial task, the search consultants interviewed approximately 50 members of the academic community, including deans, chairs, individual faculty, members of the Faculty Senate and others. On the basis of these interviews, the consultants prepared a report identifying the most desired characteristics in candidates, framed a job definition of the office, prepared copy for advertising, and made recommendations as to the materials to be sent to applicants and nominees. The Committee continues its own process of independent consultations with members of the GWU academic community.

c) The Committee solicits advice on selection criteria, recommendations on the office and nominations of individual prospects. The hope of the Committee is that the GWU community of faculty and academic administrators will be generous with its advice and comments as the search progresses. The telephone numbers of the Committee members are noted in the above listing.

d) The focus of the interviews and preparatory Committee discussions has been: How has the office of Vice President for Academic Affairs been run? Successes? Failures? Changes needed? Alternative organizations that would strengthen the office? The Committee will shortly enter into the phase of active nationwide solicitation of candidates and the comparative evaluation of applications and nominations.

### **4. The Committee's dependence upon faculty, deans, students and administrators**

is well-recognized within the Committee. We wish to thank the many people who gave the consulting firm their advice and experience on the characteristics of the office of Vice President for Academic Affairs and the needs of the university. We look forward to making the search open and highly consultative. At the same time, the Committee must unequivocally give notice to the academic community that the deliberations of the Committee, the identities of those in the pool of nominees, the comments received upon such nominees and the unannounced decisions of

the Committee must remain **absolutely confidential**. This cannot be overemphasized. We are seeking candidates from among the most accomplished, distinguished and capable academicians in the country. As you know, persons of this very high caliber will not participate in a process, nor submit to candidacy, if they are likely to be embarrassed on their home campuses or in their professional circles by untimely or inappropriate revelations about them or their candidacies. Similarly, those academicians who will be asked to comment on the candidates will not be candid and specific about strengths and weaknesses of the candidates unless the Committee can assure them that their comments will be treated with respect and **absolute confidentiality**. When the final three or four candidates are brought to campus for interviews, this process will be public and numerous persons from our academic community will be actively involved in the evaluation process. There will be opportunities for individuals to give the Committee and the President their confidential and professional evaluations. But until this final stage, information about individual candidates and the search and selection process not otherwise made public must be kept **absolutely confidential**. Your help in this regard will be deeply appreciated by the Committee and will contribute importantly to the effectiveness of the recruitment and selection of the very best candidates.

5. To summarize the administrative progress of the Advisory Search Committee, this is a review of what has been accomplished to date.

a) Committee charged and decisions made on organization and planning.

b) Three search consulting firms interviewed.

c) Academic Search Consultative Services selected.

d) Interviewing of academic community, including former Vice President French, Acting Vice President Salamon, deans, chairs and others completed.

e) Report submitted by ASCS.

f) Advertisement text prepared and submitted for publication in The Chronicle of Higher Education on Oct. 26th and Nov. 9th.

g) Prof. Pelzman: Subcommittee to draft "desired characteristics" of candidates met and draft reviewed and approved by Committee. Statement describing the office begun.

f) Dean Harding: Subcommittee to plan for nation-wide recruitment through the solicitation of nominees from top academic officers of distinguished universities, foundations and professional associations appointed. The Harding Subcommittee will also recommend procedures for soliciting applications, nominations and recommendations within the GWU academic community.

g) Academic Search Consultation Service has begun developing its own pool of candidates.

h) The Committee will report on Oct. 26 to the Academic Affairs Committee of the Board of Trustees

i) The training session for Committee members in the evaluation of initial applications has been set.

6. To outline in broad strokes the future time-table and stages of the search plan.

a) Nov. - Screening of applicants and recommendations  
- Recruitment of nominations

b) Dec. - Top 12 to 15 identified for intensive background checks.  
ASCS to do independent checking. Committee to make calls.

c) Jan. - First week: Selection of 6 to 10 for off-campus interviews.  
- Third week: Off-campus interviews.



- d) Feb.
- Fourth week: Selection of finalists to visit campus with spouses.
  - Visits to campus.
  - Fourth week: Committee recommendations, without ranking, to President Trachtenberg.

7. The Committee would like to close this initial report by emphasizing that President Trachtenberg has charged the Committee to conduct a full national search and to present him with a short list of the very best candidates that the Committee can discover.